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- Questions to be Answered

-- What are the desired end-results of position management and compensation activities (e.g., Grade-creep control or reversal? Insuring uniform pay for uniform work?) and by what alternative means might these be achieved?

-- To what extent can the Agency exercise options with regard to whether, to what extent, and by whom position control functions are performed. In other words, what is required by law, by Civil Service practice, or by Agency policy?

-- What efforts have been made to develop job grade standards based on Agency experience and practice rather than on practices followed by other agencies?

-- What efforts are being made to develop grade standards on the basis of practices outside the Agency for new types of jobs with which the Agency has had little or no experience? Are there means by which a component can ask for and receive well researched guidance on such problems?

-- Why do position surveys required by reorganizations require very long times to accomplish?

-- What efforts are made to acquaint PMCD inspectors with the real job content of non-standard professional jobs in the Agency?

-- What would be required to keep position authorizations and position control registers up-to-date?

-- What is the profile of personnel now assigned to PMCD with regard to experience elsewhere in the Agency, length of time working position classification jobs, and education and continuing training in position control functions?

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-- What are indicated in the job descriptions, letters of instruction, and fitness reports for PMCD personnel as the principal factors affecting success or failure?

- Questions to be Answered -

-- How does the OP check on the adequacy of its hard files on personnel and what quality of filing accuracy and timeliness do these checks reflect? (Is a random spot check by the Inspection team needed?)

-- What is needed to make biographic profiles useful?

--- Are all significant available information sources being exploited (e.g. OTR, Honor & Merits, etc.)?

--- Will forthcoming ADP capabilities eliminate the need for manual maintenance?

-- What, if anything, is being done by the OP to improve Fitness Reports?

-- Should the "skills bank" be improved by greater effort, altered in scope and purpose to permit adequate maintenance, or abandoned?

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--- For what customers and what end uses is the information compilation intended? (How are customer perceptions of their needs determined?)

--- Are all significant available information sources being exploited?

--- What level of effort (cost) is now involved in maintenance and how much will forthcoming ADP capabilities help reduce costs and improve the product?

-- Are problems with the PCR timeliness wholly attributable to the time now required for PMCD review of organizational changes?

-- Why are both monthly and quarterly reports prepared?

--- Could a monthly report better suited for component use be produced?

-- Exactly what capabilities are expected from the MAPS system, and when will these be available?

--- Which capabilities are intended for direct component and career service use?

--- What is being done or planned to advertise these capabilities, educate components in their potential, and demonstrate their effectiveness?

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--- What new capabilities will OP have to provide needed management information to senior managers and to formulate and support personnel policy recommendations?

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- Questions to be Answered

-- How and at what stage does OP become aware of needed movements?

--- Do many cases pass beyond solution before OP learns of them?

--- Are any OP initiatives planned to improve information flow to OP from components, career services, and individuals?

-- How does OP determine where in the Agency particular talents can be usefully employed?

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-- How are competent people needing movement brought into the zone of consideration for job vacancies on at least an equal competitive basis with new applicants?

--- How does the vacancy notice system work? Is more uniformity desirable? Can feedback be provided to rejected applicants?

-- What, precisely, is done by OP when an individual or management indicates that movement is desirable? (Of what does "file shopping" consist?)

-- What means exist or could be developed for temporary relief of slot ceilings that might prevent movement on a trial basis, movement for experience acquisition with a planned return to the parent component, or movement to fill anticipated but currently unrealized vacancies?

-- Is responsibility and authority for internal placement appropriately assigned and delegated with OP? (Do the people working on "placement" do other than ratify and record decisions of others?)

-- Are greater, lesser, or simply different provisions made for internal movement of clerical personnel than for movements of professionals?

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-- In what ways do OP activities affecting clerical people differ from their activities with respect to professionals and why are such differences maintained?

-- Is there any centralized data bank that identifies secretarial vacancies by grade and secretaries who should be considered for movement into higher grade vacancies?

-- How does the vacancy notices system work for clerical personnel and what are OP's activities in this system?

-- How do grades available for clerical jobs, such as Records Management, compare with grades available for secretaries?

-- Have studies been made to see if Agency secretarial positions differ in job content, responsibility involved, and knowledge required from secretarial positions outside the Agency?

-- What basis, other than the grade of the supervisor, is used in other organizations to determine secretarial grade?

-- Is central assignment, promotion and career management of some or all Agency clerical personnel desirable and feasible?



- Questions to be Answered

-- What capabilities does the OP have to meet one of a kind and other specialized recruitment needs? (What might be done to improve these capabilities?)

--- Is component participation in recruitment activities the best way to meet these needs?

--- Is recruiter participation in these efforts necessary and desirable?

-- Is the clerical shortage a recruitment or an assignment problem?

-- Is it feasible and reasonable to allow components to interview clerical applicants before assignment?

-- To what extent, if any, could improved recruitment and screening reduce the high turnover rate among new clerical employees?

-- To what extent are clerical shortages attributable to the seasonal availability of clerical applicants?

--- Are practical means available to smooth the flow?

-- Are means available to increase and improve the quality of the flow of Black and Hispanic applicants?

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-- To what extent are recruiters in the field contributing to a favorable public image of the Agency?

-- How, if necessary, can applicant processing systems be made more flexible and rapid?

-- Is the present balance between TDY and PCS recruiters best suited to Agency needs?

-- Are improvements in requirements, communications with recruiters and/or education of recruiters needed to improve the recruitment process?

-- Are the dollar costs per EOD of the recruitment process reasonably comparable to expenditures by similar government or private organizations for these purposes?

-- Is extension of the probationary period for Staff employees to periods of two or three years feasible and desirable?

--- If not, is initial employment on a contract basis acceptable for those components desiring a longer probationary period?

--- Should such initial contract employment be more widely practiced in the Agency?

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- Questions to be Answered

-- Do comparable government agencies do more, less, or about the same as CIA in helping departing employees find new employment?

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-- Exactly what services related to helping department employees find other employment are now provided by OP?

---- Employment counselling at Headquarters and overseas?

---- Provision of vocational training opportunities?

---- Direct assistance in arranging possible employment contacts for employees?

---- Making use of CIA component (e.g. DCD, Recruitment Div., OSI, ORD, others) contacts with industry, universities and government to identify employment opportunities?

---- Provision of advice to individuals (and if necessary, pressure on components), to help generate useful unclassified descriptions of pertinent classified activities performed in the Agency by the employee?

---- Efforts by OP to establish and maintain contacts with professional head hunters to keep current with their needs and to acquaint them with our outflow of very competent people?

---- Other efforts?

-- What is the Agency record, if one has been kept, on outplacement achievements?

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- How are the out-placement services now available advertised to interested Agency personnel in Headquarters and overseas? (Do OP organization titles or other indicators suggest the existence of more service than is provided?)
- Are special out-placement efforts made to make involuntary separations more palatable?
- What are the costs in manpower, money and risk of public misunderstanding of the several ways in which out-placement services might be enhanced?

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- Questions to be Answered

-- Do files maintained on American citizens involve risks of being, or appearing to be, illegal or inconsistent with CIA's Charter?

--- For what purposes are each type of file maintained?

--- What kinds of information do they contain?

--- How long are they retained and what is their ultimate disposition?

--- Is the information contained shared with other government agencies?

--- What laws or Executive Regulations exist to justify the maintenance of such files?

--- Are any uses made of applicant files (e.g. by CI, ☐ etc.) other than normally expected use of such data? Are such uses justified by results and legal?

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--- Is the OP contemplating changes in its policy regarding file maintenance or disposition when the prohibition of file distruction is lifted?

-- How, in detail, are contracts for covert support of operations negotiated and administered?

-- To what extent, if any, are special CIA relationships with private firms, such as proprietary or contract relationships, used to advantage in accomplishing unrelated objectives such as former employee placement or recruiting? Are any such CIA activities significantly different from practices of other government organizations? --

-- Does the OP maintain relationships with local police, other local government organizations or private concerns to aid in cases of employee personal emergencies? If so, what is the character of these relationships?

-- How does OP monitor travel and household good shipment practices to insure that undue favoritism in selection of vendors does not occur?

-- In what ways, if any, do OP practices in such activities as EAA, the Credit Union, and the like differ from standard procedures used widely in the government? Have the legal implications of these differences been examined?

- Questions to be Answered

-- Can the APP be modified to become more acceptable and useful?

--- What are the intended end-uses of the report?

(Are there binding legal or at least cosmetic requirements for it?)

--- What other uses might it have?

--- What, if any, information now contained is of minor importance to the principal end-uses?

--- Can a modified APP report be made useful, with education and salesmanship, to component or at least Directorate managers?

--- How can the problems of late and changing preparation instructions be solved?

--- Can ADP be used by OP on information now held by OP to relieve components of some preparation tasks?

--- Has the DCI been told about the manpower and attitudinal costs involved in its preparation and that components and Directorates find it useless in its present form?

-- Should the PDP be modified in form, content and/or application to broaden its use?



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--- Does the record of accomplishment versus objectives to date indicate that plans were valid and achievable?

--- Has there been a change in participation in appropriate OTR courses attributable to the PDP?

--- Is the PDP used, or could it be used, to refine OP, OTR and budget planning?

--- Do feedback channels exist to collate and act on component and career service suggestions about the report?

--- Does the report contribute usefully to OP data banks on personnel matters? If so, how are the data used in personnel policy planning?

-- What other compilations of Agency-wide personnel data are now produced by OP?

--- Is the information complete and current?

--- Is the existence and potential use of these compilations advertised to component managers?

--- Are analyses made of such compilations to identify significant differences, including inadvertant inequities, in handling personnel by the different Directorates?

--- Are additional useful compilations planned?

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